121 HR SOLUTIONS LTD

Leadership Development Programme 2 - Leadership Skills Training (LST)

1	Workshop Deliverable	Methodology	Outcome
	Effective Delegating 6 hours	This workshop will allow managers to consider what tasks they can delegate, who they can delegate to and the methods of successful delegation at work. The workshop will cover: • Define the meaning of delegation Managers will understand the definition of delegation, what it is and what it is not. Learn about the misconceptions about delegation. • Identify the benefits of delegation Managers will learn why they should delegate and how they can make better use of their time through improving personal performance through delegation. How to use delegation as a motivational tool. • Leadership Styles Managers will explore their own leadership style and identify when they are coaching or managing and not delegating. • The Where, the how and the what Managers will understand the appropriateness of delegation and how they can get the most out of delegation by removing the correct items their 'to-do' list. • When delegating goes wrong! Managers will learn how to avoid issues and be able to recognise when things are going wrong in order to still achieve a positive course of action.	Managers become effective in the leadership as they learn the skills to delegate, not abdicate! Managers will skilfully delegate when it is the right time for them to adopt a more leadership role. Identify suitable tasks for delegation. Confidently delegate to increase motivation of their staff. Managers will improve their work balance and enhance themselves in their role. Managers will develop the potential of their staff and motivate them to take on more responsibility. Confidently provide feedback to staff in a constructive manner by identifying opportunities for further development. Increased motivation of the staff will increase productivity overall.

Leadership Development Programme 2 - Leadership Skills Training (LST)

		• Delegation or Abdication? Managers will learn the 7 steps of effective delegation to ensure they effectively delegate as a means of developing others but freeing up time to manage and drive the business forward.	
2	**Workshop Deliverable**	**Methodology**	**Outcome**
	Effective Communication 4 hours	This workshop will develop manager's ability to focus on desired outcome, tune in to their audience and develop messages for clarity and impact. The workshop will cover: • Foundation Tools Managers will learn to develop the foundation tools of communicating to ensure their message is understood. • The Communication Process Managers will understand the communication process from preparing the message, delivery and the potential barriers to communication. • Communication Skills Managers will learn the skills of communicating including building rapport, developing trust, listening for understanding, expressing without provoking and questioning for specifics. Be able to influence to achieve desired outcome by recognising personal need and motivation. • Influencing Skills Managers will understand and influence through communicating non-defensively, facilitate team communications and deal with dreaded behaviours.	Create an environment for open discussion and ongoing dialogue for successful communication. Managers increased ability to exercise choice and control for every type of conversation by improving relationships and productivity. Communicate clearly and build stronger relationships within the business. Use techniques to facilitate effective team and meeting communications.

3	Deliverable	Methodology	Outcome
		Managers will have the opportunity to practice in a safe role-play environment where they will get hands on experience of how to communicate effectively.	
	Building sustainable Relationships 7 hours	This workshop will help managers to find out who they are, explore and change the impact they have on others. The workshop will cover: • Breaking down the "silos" - the principles of effective, collaborative relationships. Managers will gain an understanding of what is collaboration and understand the barriers to plus the benefits of collaborative relationships. Understand personal mental models and approach - the discipline of self-management. Understanding the learning and personal change process. • The many 'faces' of tension and conflict. Managers will understand their own and other people's perceptions and behaviours when faced with tension and conflict. • The dilemmas and value of differences. Managers will understand their own and different problem solving styles and values and the implications when working with others. Understand how differences in perceptions and assumptions impact collaborative behaviour. Letting go of preconceptions, changing of mental	Positively transform communication with others to effectively build relationships. Managers will build effective long lasting relationships that will add value and benefit to the business. Deliver the fundamentals of collaboration: principles, benefits and barriers. Increased self-awareness of how managers currently collaborate and manage working relationships. Remove the barriers to trust using skilful dialogic conversations to builder stronger relationships. Transfer knowledge to the workplace and actively use collaboration skills to increase

		models.	effectiveness.
		• Crossing the divide from "knowing" to "doing**".** Managers will learn how to avoiding the "smart talk trap" as a substitute for taking action.	Confidently identify and remove the "hidden elephants" – getting to the real problem by discussing those previously not discussed. Build successful and collaborative relationships - internally in teams, across GFI functions and departments, or externally.
4	**Workshop Deliverable**	**Methodology**	**Outcome**
	Conflict Management 5 hours	This workshop will raise managers understanding of the background to conflict and the contribution they can make to either calming or escalating the confrontation. The workshop will cover: • Background to Conflict Managers will be able to identify the triggers to aggressive behaviour, understand an individuals needs when they are angry, the stages of conflict escalation and be made aware of how their safety can be compromised. • Recognise 'rising anger' Managers will learn how to read the signs, symptoms of aggression and manage conflict 'flashpoints'. • Responding to Conflict Managers will understand the natural response to conflict, the impact of 'red rag' words and phrases.	Managers will confidently maintain composure when responding to conflict. Managers will have developed key skills to identify the key components present in conflict situations with confidence and be able to maintain de-escalating conflict. Managers will confidently establish workplace relationships, setting ground rules and expectations. Managers will have the skills to effectively manage the delivery of 'their'

		Learn how to manage body language during conflict whilst staying calm and managing their responses.	words, phrases and body language during conflict situations.
		• Managing Conflict Managers will learn how to structure and control the conversation by listening and calming the situation. Acknowledging difficulties and be able to saying 'No' effectively whilst solving the problem. The use of practical activities and techniques to help managers develop their own skills and abilities when managing conflict.	Managers will understand the importance and be able to lead by example in treating others equitably. Managers will be able to adopt a professional and appropriate style of behaviour when handling conflict situations.
5	**Workshop Deliverable**	**Methodology**	**Outcome**
	Effective Goal Setting and Planning. 5 hours	This workshop will provide managers with confidence to goal setting and planning. The workshop will cover: • Setting goals and visualising vividly Managers will understand the effective setting goals by using the methodology of setting SMART goals that are specific, measurable, realistic, attainable and timely. • Making plans and expanding projects Managers will learn to create an action plan to follow and to identify a critical path defining the key accomplishments along the way. • Getting to work, through unstoppable execution Managers will understand the importance	Managers will set clear goals and objectives. Deliver clear direction through planning and goal setting to ensure understanding. Equipped with the knowledge and practice of carrying out effective goal setting and planning. Confidently conduct reviews to measure achievement of goals in accordance with planning. The delivery of increased consistency, clarity, crispness and

		of implementation of the action plan and identify what they have to do to accomplish set goals. • Sticking to the mantra of discipline and reviews Managers will understand the importance of conducting reviews to ensure the progress is being made. • Reaching to the goals and accomplishments Managers will identify the critical path for the achievement of the goals set.	accountability with a higher level of effectiveness. Achieve goals in line with agreed timeframes and budgets where necessary.
6	**Workshop Deliverable**	**Methodology**	**Outcome**
	Myers-Briggs Type Indicator (MBTI) 7 hours	This workshop will highlight that managers are individuals and when in a team they are made up of a diverse range of people with different needs, personalities, qualities and styles. Prior to the workshop, managers will complete and return a MBTI self-assessment questionnaire to 121 HR Solutions. The workshop will cover the following: • Provide a brief introduction to the background of Myers-Briggs, which will be followed by participation in a number of thought-provoking activities, each designed to aid understanding of the four dichotomies that are key to Myers-Briggs. • Activities to help managers to understand better personality types which can assist in avoiding conflict, misunderstanding and gain greater cooperation	Managers will gain an understanding of and be able to explain personality types as defined by the Myers Briggs Type Indicator. Completing a self-assessment prior to the workshop will give Managers a suggested 'Type' which will then be validated through a series of interactive exercises. Managers will have had the opportunity to explore the differences within their team and be able to describe how to make better use of this knowledge. Foster openness and improved communication through the

		The workshop is highly interactive with focussed emphasis on the manager 'discovering' their own personality type through a range of constructive and effective facilitated exercises. Managers will have an opportunit to consolidate this self-awareness into their personal development plan. As part of the workshop, delegates will receive a copy of the MBTI 'Introduction to Type and Teams' book.	importance of collaboration and viewing differences constructively. Improved Leadership strategy - one approach doesn't fit all. Growth and performance improvement. Conflict resolution. Shared understanding will allow Managers to return to the workplace with a good understanding of themselves and those they work with. Managers will be equipped to be able to demonstrate the required behaviours consistently when delivering in their roles. By making a commitment to being more aware and understanding of individual differences, managers teams will be more focused on collective results and successes.